Public Safety and Emergency Preparedness Canada

2007-08

Departmental Performance Report

The Honourable Peter Van Loan, PC., M.P.
Minister of Public Safety

Table of Contents

Minister's Message 4
Management Representation Statement 6

Section I: Departmental Overview **8**
Program Activity Architecture 9
Summary Information 10
Operating Environment 11
Departmental Performance 12
Challenges and Opportunities Affecting Performance 17

Section II: Analysis of Program Activities **18**
Emergency Management and National Security 21
Policing and Law Enforcement 28
Community Safety and Partnerships 33

Section III: Analysis of Management Priorities **36**

Section IV: Supplementary Information **42**
Departmental Links to the Government of Canada Outcomes 43
Table 1: Comparison of Planned to Actual Spending 44
Table 2: Voted and Statutory Items 45
Table 3: Non-Respendable Revenue 46
Table 4: Sustainable Development Strategy 47
Additional Tables Available Electronically 48
Financial Statements 49

Section V: Other Items of Interest **62**
Public Safety Portfolio 63
Organizational Information 64
Legislation Administered by the Department and Portfolio Agencies 65
Contacts for Further Information 67

Minister's Message

As Canada's Minister of Public Safety, I am pleased to present to Parliament the Departmental Performance Report for Public Safety Canada for the period ending March 31, 2008.

Public Safety Canada delivers programs and develops policy on a wide range of public safety issues, including national security, emergency management, policing and law enforcement, corrections and conditional release, Aboriginal policing, and crime prevention. Each year, the Department establishes priorities for enhancing the safety and security of Canadians. I am pleased to report that 2007-08 saw a number of significant achievements.

For instance, there was the creation of a $400 million Police Officers Recruitment Fund that fulfilled a Government commitment to put more police on our streets. Public Safety Canada also funded more than 200 crime prevention projects that contributed to making our communities safer.

In addition, the First Nations Policing Program—a program delivered in partnership with the Provinces, Territories and First Nations communities to enhance existing provincial policing services—provided policing services to our First Nations and Inuit communities. Some 400 First Nations and Inuit communities benefit from the 163 agreements currently in place.

This reporting period also saw the coming into force of the new *Emergency Management Act*. It outlined an integrated approach to emergency management and established Public Safety Canada's federal leadership role for emergency management and critical infrastructure protection. Finally, throughout 2007-08, the Department continued to respond to provincial and territorial requests for federal assistance with emergency management situations, such as the flooding that occurred in British Columbia in 2007.

These are just a few of the Department's many accomplishments in 2007-08. I am confident that Public Safety Canada will continue to enhance the safety and security of Canadians in the years to come.

The Honourable Peter Van Loan, P.C., M.P.
Minister of Public Safety

Management Representation Statement

I submit for tabling in Parliament the *2007-08 Departmental Performance Report* for Public Safety Canada.

This document has been prepared based on the reporting principles contained in the *Guide for the Preparation of Part III of the 2007-08 Estimates: Reports on Plans and Priorities and Departmental Performance Reports*:

- It adheres to the specific reporting requirements outlined in the Treasury Board Secretariat's guidance;
- It is based on the Department's Strategic Outcome and Program Activity Architecture that were approved by the Treasury Board;
- It presents consistent, comprehensive, balanced and reliable information;
- It provides a basis of accountability for the results achieved with the resources and authorities entrusted to it; and
- It reports finances based on approved numbers from the Estimates and Public Accounts of Canada.

_____

Suzanne Hurtubise
Deputy Minister of Public Safety

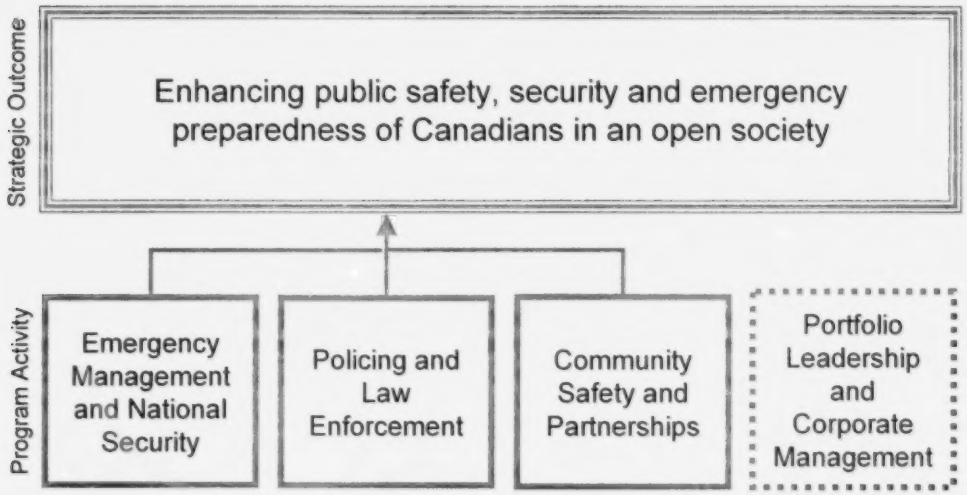
Section I: Departmental Overview

This section of the Report describes the Department's major programs and its key roles, as well as progress against highlighted priorities. It also describes some of the challenges faced and opportunities pursued in 2007-08.

Program Activity Architecture

In 2007-08, Public Safety Canada developed a new Strategic Outcome and PAA for the 2008-09 reporting period. The new PAA and accompanying Performance Measurement Framework (PMF) will inform decisions on program relevance, effectiveness and value for money; support the realignment of spending and the identification of horizontal linkages among programs; and provide for improved information to parliamentarians and Canadians on spending and results. The new PAA will be reflected in the 2008-09 DPR.

This *Departmental Performance Report* is based on the Department's previous Strategic Outcome and PAA:


Strategic Outcome
Enhancing public safety, security and emergency preparedness of Canadians in an open society
Program Activity
Emergency Management and National Security
Policing and Law Enforcement
Community Safety and Partnerships
Portfolio Leadership and Corporate Management

Section II reports on the performance of each Program Activity, including progress made in achieving all expected results.

For further information on the Department's revised 2008-09 PAA, please refer to the 2008-09 *Report on Plans and Priorities* (**http://publiservice.tbs-sct.gc.ca/rpp/2008-2009/inst/psp/psp00-eng.asp**).

Summary Information

Public Safety Canada (PS)[1] was created in 2003 to provide leadership and coordination across all federal departments and agencies responsible for the safety of Canadians. Public Safety Canada works within a Portfolio consisting of the Department, five agencies and three review bodies.[2] These entities, including the Department, are united under the Public Safety Portfolio and report to one minister, enabling enhanced integration among federal organizations dealing with public safety issues.

Working **towards enhancing the public safety, security and emergency preparedness of Canadians in an open society**, in 2007-08, Public Safety Canada delivered programs, developed policy and provided strategic leadership on a wide range of public safety issues including emergency management, national security, law enforcement, corrections and crime prevention. The Department also worked with other levels of government, emergency management personnel, industry, voluntary sector organizations and international counterparts to achieve its objectives.

The Department delivered a range of programs designed to promote community safety, improve emergency preparedness, and protect critical infrastructure. Both disaster assistance relief and Grants and Contributions, such as the National Crime Prevention Strategy, the First Nations Policing Program, and the Joint Emergency Preparedness Program, made up a significant percentage of the Department's budget (over 60%).

Also situated within the Department is the Office of the Inspector General of the Canadian Security Intelligence Service (CSIS), which carried out independent reviews of CSIS' compliance with the law, Ministerial direction and operational policy.

Further information on the Department is available at www.publicsafety.gc.ca.

[1] Public Safety Canada is the applied title for the Department of Public Safety and Emergency Preparedness.

[2] The Public Safety Portfolio consists of Public Safety Canada (PS), the Canada Border Services Agency (CBSA), the Canadian Security Intelligence Service (CSIS), the Correctional Service of Canada (CSC), the National Parole Board (NPB), the Royal Canadian Mounted Police (RCMP), the Commission for Public Complaints against the RCMP (CPC), the Office of the Correctional Investigator (OCI), and the RCMP External Review Committee (ERC). With the exception of CSIS, Departmental Performance Reports for each can be found on the organization's respective website.

Operating Environment

As always, Public Safety Canada's work was influenced by internal and external factors. In an effort to keep Canadians safe from evolving threats, the Department continued to work with the more than 30 departments and agencies involved in public safety issues, provinces and territories, international partners, the private sector and first responders. The effectiveness of these relationships remained key to the successful advancement of the Department's policy and program agenda. Threats to Canada continued to shape the work of the Department particularly in the area of national security.

The Department's activities and volume of work were heavily influenced by the Government's continued focus on crime and safety issues. As outlined in this report, the activities of the Department were far-ranging from a focus on enhancing community safety through initiatives such as crime prevention, offender rehabilitation, and increasing the number of police in communities to protecting Canada's national security, for example, by enhancing Canada's legislative framework. A significant amount of work was also done in the area of emergency management.

During the past year, the Department and Portfolio continued to be the subject of significant public, media and Parliamentary scrutiny. This added to the complexity of the Department's operating environment but helped to ensure that Canadians had an opportunity to learn about the Department's activities and to gain a better understanding of the work of the Portfolio. This scrutiny also helped ensure that the Department remained accountable to Canadians.

Departmental Performance

The Departmental Priorities for 2007-08 directly supported the achievement of Public Safety Canada's Strategic Outcome, **enhancing the public safety, security and emergency preparedness of Canadians in an open society**. This portion of the Report discusses progress on performance expectations related to each priority. Further details on the expected results by program activity are found in Section II.

Priority	Performance Status
1. Protecting the security of Canada and Canadians	**Reasonable progress**
2. Fighting serious and organized crime	**Reasonable progress**
3. Enhancing community safety and security	**Reasonable progress**

Expanded details on the Department's Management Priorities can be found in section III of this Report.

Public Safety Canada's overall performance in 2007-08 is summarized in the following pages. Progress is rated by one of four categories:

- **On target** means that performance met the target levels set by Public Safety Canada, and is usually applied in situations where the performance related to key initiatives was achieved within the reporting year.
- **Reasonable progress** means that progress (in areas over which the Department has control or direct influence) toward a multi-year goal was reasonable, and, if continued, is likely to lead to achievement of a longer-term target.
- **Caution** means that either short-term goals were not met, or that progress toward longer-term goals was and continues to be below expectations.
- **Insufficient information** means that there was not enough information to make a determination of progress.

Priority 1: Protecting the Security of Canada and Canadians

With a focus on the development of programs and policies that mitigated threats to Canada and Canadians, work related to this priority focused on:

- strengthening emergency management capacity, critical infrastructure protection and emergency response capacity;
- reviewing and improving national security policies, legislation and arrangements;
- coordinating the security agenda of the Security and Prosperity Partnership of North America; and
- providing interdepartmental leadership to develop, negotiate and implement improved Canada-United States emergency and security border management.

In 2007-08, Public Safety Canada made reasonable progress on this priority. Success was marked by the passage and coming into force of the *Emergency Management Act*, and amendments to the *Immigration and Refugee Protection Act* (with respect to the issuance of security certificates and the creation of a special advocate program). The Department also provided training to over 5,800 federal, provincial and territorial officials, first responders and emergency management personnel; and assessed the Business Continuity Plans of 50 federal government departments.

The Department also contributed to the establishment of Security and Prosperity Partnership priorities, which were announced by Canadian, U.S. and Mexican leaders at the Montebello Leader's Summit in 2007. Further, Public Safety Canada continued its efforts to renew the 1986 Canada-U.S. Agreement on Emergency Management Cooperation.

A number of initiatives and policies were also advanced in support of cross-border law enforcement. In 2007-08, funding was provided for the creation of a permanent Great Lakes Marine Security Operations Centre (Budget 2008 provided $15 million over two years towards its establishment). Furthermore, formal negotiations on the development of a bi-national framework agreement to govern the integrated cross-border maritime law enforcement operations with the United States began in March 2008. In addition, the Department hosted the 10th Annual Ministerial-level Cross-Border Crime Forum with the United States. Some of the key deliverables at this Forum included: the 2007 Canada-U.S. Integrated Border Enforcement Teams Threat Assessment, the 2008 Report on Mass-Marketing Fraud Trends, and the 2007 Canada-U.S. Border Drug Threat Assessment.

Priority 2: Fighting Serious and Organized Crime

Work under this priority was focused on:

- efforts to combat serious, organized and transnational crime;
- developing and implementing strategies to combat gun violence; and
- enhancing information-sharing and interoperability among federal departments, agencies and with other jurisdictions.

Although not identified as a priority in its 2007-08 *Report on Plans and Priorities*, the Department also provided particular focus to:

- bolstering law enforcement capacity within Canada; and
- strengthening the management and accountability of the RCMP.

In 2007-08, Public Safety Canada made reasonable progress towards the established goals of this ongoing priority. The Department provided continued coordination and leadership to law enforcement initiatives such as the National Strategy for the Protection of Children from Sexual Exploitation on the Internet and Integrated Market Enforcement Teams, as well as support for the development and implementation of new strategies including the National Anti-Drug Strategy. The Department focused considerable efforts on enhancing its national leadership role in combating serious, organized and transnational crime through the development of policies, hosting of fora and coordination and facilitation of national efforts. The Department implemented a short-term action plan to enhance public safety and compliance with the *Firearms Act* (one year extension of fee waiver and amnesty), and regulatory changes to allow for renewal of Possession Only Licenses.

The Secret Communications Interoperability Pilot Project, an electronic communications system capable of transmitting classified information among federal public safety and security partners, was developed by March 31, 2008.

Priority 3: Enhancing Community Safety and Security

Work on this priority aimed to reduce crime and increase personal safety through efforts to:

- assess and support local crime prevention measures addressing, in particular, gang, drug and alcohol-related crime;
- develop correctional policy to better address the challenges of community reintegration and management of high-risk offenders; and
- design innovative policies and programs to enhance public safety in First Nations communities through culturally sensitive crime prevention measures, law enforcement and corrections.

In 2007-08, Public Safety Canada made reasonable progress towards the established goals of this priority. The Department began implementing the Youth Gang Prevention Fund (YGPF), and in 2007-08, 13 youth gang prevention projects received funding for a total amount of $1.7 million in eight cities across Canada. The Department contributed to the Prevention Action Plan of the National Anti-Drug Strategy and implemented non-legislative initiatives targeted at high-risk offenders, including enhancements to the National Flagging System for High-Risk Offenders. The Department also continued its implementation of the Effective Corrections Initiative (in collaboration with Correctional Service Canada and the National Parole Board) to support the safe management of eligible offenders in the community.

Lastly, the Department managed 163 First Nations Policing Program (FNPP) agreements across Canada (including Self-Administered and Community Tripartite agreements) covering 399 communities.

Departmental Financial Resources (in thousands of dollars)

2007-08		
Planned Spending	Total Authorities	Actual Spending
458,275	444,166	339,906

The difference between actual spending and total authorities ($104M) is mainly due to less spending than anticipated on grants and contributions related to the Disaster Financial Assistance Arrangements Program, the National Crime Prevention Centre and the Communities At-Risk, Minor Security Infrastructure Pilot Program (total of $86M), and a lapse in the Department's Operating Budget ($16M). For further information, please refer to Table 1 in Section IV.

Departmental Human Resources (in full-time equivalents)

2007-08		
Planned	Actual	Difference
995	827	168

The number of Full-Time Equivalents (FTEs) differs from the calculation of an employee in that the former considers part-time employment, term employment, job sharing, and would combine, for instance, two half-time employees into a single FTE.

Program Activities by Strategic Outcome

Strategic Outcome	Enhancing public safety, security and emergency preparedness of Canadians in an open society

Program Activity	Expected Result	Performance Status	(thousands of dollars) Planned Spending	Actual Spending	Contributes to the following priority
Emergency Management and National Security	Programs and policies that help protect and mitigate threats to Canada and Canadians	Reasonable progress	232,183	153,788	Protecting the security of Canada and Canadians
Policing and Law Enforcement	Enhanced capabilities to combat serious and organized crime	Reasonable progress	36,946	49,092	Fighting serious and organized crime
Community Safety and Partnerships	Reduced crime and increased personal safety	Reasonable progress	189,146	137,026	Enhancing community safety and security
		Total	458,275	339,906	

Challenges and Opportunities Affecting Performance

As a result of the Government's strong focus on safety and security, the Department needed to advance a high volume of complex policy initiatives. This was a challenge as the volume and complexity of policy initiatives that needed to be advanced by the Department increased significantly. It also was an opportunity for the Department to demonstrate its ability to address emerging priorities.

In addition, the variety of departmental partners and stakeholders presented a dimension of complexity to Public Safety Canada's work, requiring time and energy to engage each on specific issues, and to maintain strong relationships.

The complexity of the Portfolio relationship impacted the work of the entire Department. The Department continued to work to exercise strategic leadership within the Portfolio and to develop effective relationships with Portfolio partners. Improving on the effectiveness of these relationships remains a key opportunity for the Department.

Finally, over the past year Public Safety Canada developed improved management tools in order to better link its resources and efforts to clear results. The processes afforded an opportunity to clarify roles, and develop a more coherent approach to performance management. The new Program Activity Architecture, being implemented for the 2008-09 fiscal year, will form a better basis for reporting to Parliament, for communicating to Canadians, for positioning the Department's work vis-à-vis the Portfolio agencies, and for internal human resources and business planning.

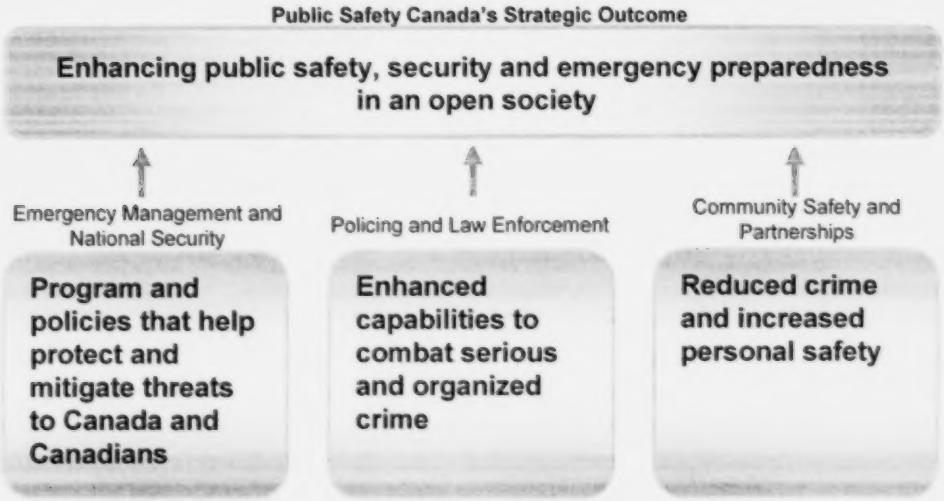
Section II: Analysis of Program Activities

This section of the Report describes the Department's progress towards its Strategic Outcome (as detailed in the 2007-08 *Report on Plans and Priorities*) and discusses each Program Activity's role in contributing to this progress.

Analysis by Program Activity

In 2007-08, Public Safety Canada's expected results were linked to its Strategic Outcome, and were organized according to three key program activities, all of which had their own expected results:

- Emergency Management and National Security;
- Policing and Law Enforcement; and
- Community Safety and Partnerships.


Public Safety Canada's Strategic Outcome
Enhancing public safety, security and emergency preparedness in an open society
Emergency Management and National Security
Policing and Law Enforcement
Community Safety and Partnerships
Program and policies that help protect and mitigate threats to Canada and Canadians
Enhanced capabilities to combat serious and organized crime
Reduced crime and increased personal safety

In 2007-08, the Department made reasonable progress on meeting the expected results outlined for each Program Activity, thus advancing its goal of enhancing the public safety, security and emergency preparedness of Canadians.

Emergency Management and National Security developed and implemented legislation and policies, as well as managed programs that helped to mitigate threats and protect Canada and Canadians. This included providing support to ensure the successful passage of the *Emergency Management Act*, the *Act to Amend the Immigration and Refugee Protection Act*, and support to provinces and territories for response and recovery through the Disaster Financial Assistance Arrangements.

Policing and Law Enforcement enhanced capabilities to combat serious and organized crime through the development and establishment of the Police Officers Recruitment Fund, implementation of the National Anti-Drug Strategy, and the Ministerial Organized Crime Summit. In addition, the Department developed and implemented policies aimed at strengthening the management and accountability of the RCMP, and ensuring compliance by firearms owners with their obligations under the Firearms Act.

Lastly, **Community Safety and Partnerships** contributed to a reduction in crime and increased personal safety through the National Crime Prevention Centre, the First Nations Policing Program, as well as the National Flagging System for High-Risk Offenders.

The tables below provide the total planned financial and human resources associated with the achievement of the Department's Strategic Outcome, as well as the allocation of resources by Program Activity.

Financial Resources by Program Activity (in thousands of dollars)

2007-08			
Program Activity	Planned Spending	Total Authorities	Actual Spending
Emergency Management and National Security	232,183	230,473	153,788
Policing and Law Enforcement	36,946	55,118	49,092
Community Safety and Partnerships	189,146	158,575	137,026
Total	458,275	444,166	339,906

The difference between actual spending and total authorities ($104M) is mainly due to less spending than anticipated on grants and contributions related to the Disaster Financial Assistance Arrangements Program, the National Crime Prevention Centre and the Communities At-Risk, Minor Security Infrastructure Pilot Program (total of $86M), and a lapse in the Department's Operating Budget ($16M). For further information, please refer to Table 1 in Section IV.

Human Resources by Program Activity (in full-time equivalents)

2007-08		
Program Activity	Planned	Actual
Emergency Management and National Security	580	386
Policing and Law Enforcement	160	131
Community Safety and Partnerships	255	310
Total	995	827

Emergency Management and National Security

Public Safety Canada works to mitigate threats and protect Canadians by collaborating with international counterparts, federal departments, provinces, territories, the first responder community and industry.

The Emergency Management activity addresses all hazards (natural, technological and human-induced) through the development of an integrated approach to emergency management, legislation and national strategies, as well as training and standards for those who protect Canada and Canadians. Through a close relationship with international counterparts, federal departments, provinces, territories, first responders and industry, Public Safety Canada supports effective policy and program coordination and delivery across the four pillars of emergency management: prevention/mitigation, preparedness, response and recovery.

Performance Highlights

- The *Emergency Management Act* came into force on August 3, 2007.
- New Disaster Financial Assistance Arrangements guidelines were implemented January 1, 2008.
- The Canadian Emergency Management College provided training to over 5,800 federal, provincial and territorial officials, as well as first responders.
- Approximately 3,500 events (natural and man-made hazards, national security threats, and planned events) were monitored, reported on or supported.
- An Act to amend the *Immigration and Refugee Protection Act* (security certificates and special advocates) came into force on February 22, 2008.
- Assessed over 50 departmental Business Continuity Plans (BCP), responded to 530 BCP requests for assistance and provided BCP assessment information toward the development and implementation of a new Management Accountability Framework (MAF) indicator.

In advancing Canada's national security objectives, Public Safety Canada's goal is to develop new, and coordinate the review of existing, policies and legislation. Canada's approach to national security is strategic and proactive, and embraces the values of democracy, human rights, respect for the rule of law and pluralism. Accordingly, the Department pursues its efforts collaboratively with key federal, domestic and international partners. In this context, the Department continued to work with other departments and agencies on the implementation of recommendations identified in Part 1 of Mr. Justice O'Connor's Report. The Department advanced policy analysis with respect to Canada's national security review framework in response to recommendations flowing from the policy review undertaken by the Commission of Inquiry into the Actions of Canadian Officials in Relation to Maher Arar. The Department continues to work in concert with Portfolio agencies and other government departments to support ongoing national security related Commissions of Inquiry (e.g. Air India and Iacobucci).

In 2007-08, the Department worked towards **developing programs and policies that helped to protect and mitigate threats to Canada and Canadians**.

To achieve this objective in 2007-08, the Department undertook and made reasonable progress on:

- Strengthening emergency management capacity, critical infrastructure protection and federal emergency response capacity;
- Reviewing and improving national security policies, legislation and arrangements;
- Coordinating the security agenda of the Security and Prosperity Partnership of North America; and
- Providing interdepartmental leadership to develop, negotiate and implement improved Canada-United States emergency border management.

Strengthening emergency management capacity, critical infrastructure protection, and federal emergency response capacity

Work under this initiative included passage of the *Emergency Management Act*, federal emergency response support, emergency preparedness, development of a National Disaster Mitigation Strategy, critical infrastructure protection, the National Pandemic Plan, and cyber security.

Passage of the *Emergency Management Act*

In August of 2007, a new *Emergency Management Act* came into force, establishing the Minister of Public Safety's leadership role for emergency management and critical infrastructure protection activities on behalf of the federal government, as well as outlining an integrated approach to emergency management activities based on four pillars. Emergency recovery includes the Disaster Financial Assistance Arrangements (DFAA), whose guidelines were amended to expand eligibility and streamline the process to provide financial compensation for the costs incurred by provincial and territorial governments for natural disaster response and recovery. This amendment came into effect on January 1, 2008.

Emergency management outreach is an important activity that helps promote and support information-sharing, emergency management planning, training and exercises to synchronize national preparedness efforts among federal partners and with key stakeholder groups. Frequent consultations, new agreements and joint initiatives were undertaken in 2007-08 with a range of stakeholders from government, voluntary organizations and first responders. Agreements were formalized with St-John Ambulance and the Canadian Red Cross in 2007 to further integrate emergency management preparedness and response.

Federal emergency response support

The Department provided emergency response support to other government departments in order to promote an integrated federal emergency response to events of national significance, including cyber related events. In 2007-08, Public Safety Canada provided support through continuous monitoring and reporting. This included the provision of products to support senior officials and Ministers; risk assessments, alerting and warning products to support responder communities, contingency plans to guide an integrated "whole of government" response and logistical support.

The Department's emergency communications unit worked to enhance the Government of Canada's capacity to coordinate federal public communications during a major or national emergency situation. These efforts were integral to supporting other operational planning and coordination efforts and comprised:

- development of Government of Canada emergency communications protocols;
- development of Government of Canada and departmental emergency communications contingency plans; and
- ongoing improvement of federal capacity through emergency communications exercises as well as post-emergency reviews.

Emergency preparedness

Emergency preparedness programs support the preparedness of provinces and territories through joint programming that enhances the ability of first responders and emergency management personnel to respond to and recover from emergencies (e.g., the Joint Emergency Preparedness Program). Emergency Preparedness also contributes to Canada's disaster resiliency by ensuring that proper emergency management plans are in place within federal government departments, including the development and review of business continuity plans.

Training and exercises are also important components of emergency preparedness. The Canadian Emergency Management College worked with federal, provincial and territorial partners, and emergency management personnel to enhance emergency management training, and education. During 2007-08, the College provided training to over 5,800 federal, provincial and territorial officials and emergency management personnel. In addition, Public Safety Canada led the development of a Government of Canada Integrated Exercise Strategy, including a five-year exercise calendar, and conducted eight exercises, allowing the Department to assess and evaluate plans, processes and protocols.

National Disaster Mitigation Strategy

In January 2008, federal/provincial/territorial (F/P/T) Ministers responsible for Emergency Management supported the National Disaster Mitigation Strategy (NDMS) and agreed to move ahead on its implementation. The NDMS describes how federal, provincial and territorial governments work collaboratively to advance disaster risk reduction initiatives across the country and promotes disaster mitigation as an integral part of emergency management planning.

Critical infrastructure protection

Critical infrastructure protection is a key component of emergency management. The Department is committed to developing a national approach to strengthening the resilience of critical infrastructure to protect essential services that are vital to the well-being of Canadians. During 2007-08, the Department developed a draft document, "Working Towards a National Strategy and Action Plan for Critical Infrastructure," in collaboration with provincial and territorial partners. The approach is focused on partnerships, information-sharing and risk management, to promote a high level of readiness and an effective capacity to respond to disruptions. The objective is to finalize a Strategy and Action Plan in January 2009.

National Pandemic Plan

Public Safety Canada undertook pandemic planning on a national basis, focusing on identifying and addressing gaps in health and emergency management plans. In 2007-08, the Committee of Assistant Deputy Ministers on Avian and Pandemic Influenza Planning supported the Government of Canada Coordination Contingency Plan for Avian and Pandemic Influenza; further consultations across the federal government are required to finalize the plan. Public Safety Canada also developed, in collaboration with the U.S and Mexico the North American Plan for Pandemic and Influenza which was approved at the North American Leaders' Summit held in Montebello, QC, in August 2007.

Cyber security

Throughout 2007-08, Public Safety Canada continued to increase its capacity and capability to support a federally-integrated response to cyber incidents. The Department facilitated the development of appropriate cyber security mitigation strategies through quality products intended for government departments/ agencies and the critical infrastructure sector. Through its Canadian Cyber Incident Response Centre, the Department coordinated the federal response to 113 cyber events and disseminated over 150 advisories and reports to federal departments, provincial governments and the critical infrastructure sector. The Department also implemented a malware (malicious software) analysis laboratory

to provide mitigation strategies to members of the Canadian Cyber Incident Response Centre.

Reviewing and improving national security policies

The Department continued to work closely with its domestic and international partners to identify and develop effective responses to emerging threats. Public Safety Canada also continued to play a leadership role in supporting relevant national security related commissions and inquiries.

Public Safety Canada led the preparation of amendments to the *Immigration and Refugee Protection Act* (certificates and special advocates), which were passed by Parliament and received Royal Assent on February 22, 2008. The security certificate process, part of the *Immigration and Refugee Protection Act*, is an important tool that enhances the safety and security of Canada and Canadians. This legislation addresses the February 2007 Supreme Court ruling (*Charkaoui v. Canada*) that additional safeguards be incorporated into the process to better protect the rights of individuals subject to a certificate.

Through initiatives such as the Cross Cultural Roundtable on Security (CCRS), the Department continued in its efforts to protect Canadians and build mutual understanding between the Government of Canada and its diverse communities through ongoing dialogue on national security issues. During the 2007-08 year, the Department adjusted the management of the CCRS in four key areas, including membership, leadership, outreach, and the size of the budget allocated to support the work of the CCRS, and began the process of staggered membership renewal. In addition, a targeted evaluation of the CCRS was undertaken. Results will be analyzed early in fiscal year 2008-09.

Over the course of the past few years, Public Safety Canada also continued to work closely with the Air India Victims' Families Association, as well as provincial and municipal governments to implement the Government of Canada's commitment to construct permanent memorials, in four Canadian cities, to the victims of Air India flight 182. The first memorial was unveiled in Toronto on June 23, 2007, and a second in Vancouver on July 26, 2007.

Coordinating the Security Agenda of the Security and Prosperity Partnership of North America

In keeping with the departmental priority of providing interdepartmental leadership to enhance border integrity, the Department provided leadership on the development of policies, programs and procedures to enhance border security and emergency management cooperation, while facilitating and expediting legitimate trade and travel. Along with federal and provincial partners, the Department sought to further improve cross-border law enforcement cooperation, particularly with the United States. Public Safety Canada

coordinated the security initiatives of the Security and Prosperity Partnership (SPP) of North America, resulting in a more focused approach centered on "smart and secure borders," and "emergency management". In collaboration with other departments and agencies, including Industry Canada, the Department prepared for and advanced Canada's interests in the lead up to the Leaders' Summits in Montebello, Québec and New Orleans, Louisiana.

In 2007-08, the Department continued to work with the Canada Border Services Agency (CBSA) to advance a variety of operational initiatives and policies, including working to ensure the successful implementation of the Western Hemisphere Travel Initiative, and legislative amendments to the *Customs Act*. The Department also contributed to the policy development of immigration proposals, including the 2008 Annual Immigration Levels Plan announced in November 2007. This involved working with the RCMP, CSIS, and the CBSA to identify operational and policy implications as well as funding requirements for the Portfolio.

The Great Lakes Marine Security Operations Centre (GL-MSOC) is an information gathering and analysis Centre where representatives from key departments and agencies work together to collect, analyze and distribute information pertaining to possible threats on the Great Lakes and St. Lawrence Seaway to support coordinated response activities among appropriate departments/agencies. Established with interim funding in 2005, the GL-MSOC enhances the safety and security of the maritime transportation system and is a key national security initiative. In 2007-08, Public Safety Canada was successful in leading an interdepartmental effort that resulted in funding for the creation of a permanent GL-MSOC that will significantly bolster the capacity and capability of the Centre (Budget 2008 provided $15 million over two years towards its establishment).

Providing interdepartmental leadership to develop, negotiate and implement improved Canada-United States emergency and security border management

Work under this initiative included the coordination of Canada's participation in the "TOPOFF IV" exercise, and the renewal of the 1986 Canada-U.S. agreement on cooperation and civil emergency planning, and Portfolio-wide policy coordination of strategic policy issues related to effective border management of Canada's shared border with the U.S.

Public Safety Canada continued its efforts to renew the 1986 Canada-U.S. Agreement on Emergency Management Cooperation. Work is underway to manage the movement of goods and people across the Canada/U.S. border during and following an emergency.

The Department, in conjunction with Justice Canada, successfully coordinated the 10th Annual Cross-Border Crime Forum (CBCF) in 2007-08. This Forum serves as a key mechanism to bring together Canadian ministers of Public Safety and Justice, the U.S. Attorney General and the Secretary of Homeland Security, as well as over 120 senior government officials from Canada and the U.S., to focus specifically on identifying and resolving operational and policy impediments faced by law enforcement and justice officials who work on cross-border issues. During the 10th CBCF, Canadian and U.S. ministers jointly announced or released a number of important milestone documents, including joint Canada-U.S. threat assessments on illegal cross-border activities, drugs and mass-marketing fraud; best practices in the development and prosecution of cross-border terrorism cases; and a public advisory on counterfeit checks and money orders.

In addition, at the 10th CBCF, the Department, along with Foreign Affairs and International Trade and the Department of Justice, launched formal negotiations with the U.S. on the development of a bi-national framework agreement to govern integrated cross-border maritime law enforcement operations, also known as "Shiprider". Shiprider entails vessels jointly crewed by specially trained and designated Canadian and U.S. law enforcement officers who are authorized to enforce the law on both sides of the international boundary line. Working together, Canadian and U.S. law enforcement officers are able to transit back and forth across the border to deal with cross-border criminality in shared waterways.

To support the Security and Prosperity Partnership of North America (SPP), the Department contributed to the development of a Government-wide communications strategy to provide Canadians with clear, consistent and accessible information about the SPP and its benefits to Canadians. A consolidated website was developed for the SPP, which outlines cooperative efforts with the United States and Mexico, shares priorities and regularly updates Canadians on initiatives.

For further detailed performance information on the initiatives that support this PA, please refer to: http://www.publicsafety.gc.ca/abt/dpr/2007-2008/dit-eng.aspx.

Policing and Law Enforcement

Public Safety Canada provides leadership to the Canadian law enforcement community on strategic, law enforcement-based responses to new and evolving crime and public safety threats. This includes leading or assisting in the development of legislation, policies and national strategies that enhance police efforts to combat crime in Canadian communities, improve border security and contribute to joint anti-crime efforts with international partners.

Performance Highlights

Development of a five-year Police Officer Recruitment Fund to assist provinces and territories in hiring new police officers across Canada.

Establishment of an integrated team to support the renewal of the Police Services Agreements.

Development of a response to the Report of the Task Force on Governance and Cultural Change in the RCMP.

Successful Federal/Provincial/ Territorial Organized Crime Summit.

Through collaboration with federal, provincial, territorial and international partners, the Department develops strategies **to enhance the Canadian law enforcement community's capability to combat serious and organized crime**. In this context, in 2007-08 the Department undertook the following key initiatives:

- efforts to combat serious, organized and transnational crime;
- developed and implemented strategies to combat gun violence; and
- enhanced information-sharing and interoperability among federal departments and agencies and with other jurisdictions.

In addition, the Department also placed a particular focus on the following initiatives:

- bolstering law enforcement capacity within Canada; and
- strengthening the management and accountability of the RCMP.

Focusing efforts to combat serious, organized and transnational crime

Renewing and enhancing efforts to combat serious and organized crime was a key priority for the Department in 2007-08. In support of the National Agenda to Combat Organized Crime, the Department strengthened its work with Portfolio agencies and expanded its coordination efforts with federal, provincial and territorial partners to share information, as well as develop, enhance and implement policies and law enforcement tools to assist those on the front line of the fight against serious and organized crime.

During the past year, the Department significantly strengthened its role in supporting and providing leadership to the National Coordinating Committee

(NCC) on Organized Crime, as well as to its regional/provincial coordinating committees. Under the leadership of the Department, the NCC, which is composed of senior federal-provincial-territorial officials and senior law enforcement officers, convenes at least twice a year to discuss emerging issues and national policy priorities required to advance the fight against organized crime.

In 2007-08, with the assistance of the NCC and other federal-provincial-territorial and law enforcement partners, the Department assumed a lead role in hosting a first-ever Ministerial Forum on Organized Crime. This Forum provided a unique opportunity for federal-provincial-territorial Ministers responsible for justice and public safety to come together with senior government and law enforcement officials from Canada, as well as with senior representatives from international policing agencies, to explore the particular challenges associated with organized crime. The success of this Forum led the Department to host, with its partners, a federal-provincial-territorial Organized Crime Summit for senior government and law enforcement officials. This Summit served as a mechanism to advance Ministerial priorities, identify new priorities and create a new foundation to advance the fight against organized crime on a national scale.

In addition to the gains made with its partners in coordinating and advancing broad goals, the Department also maintained and reinforced its leadership role on a number of key initiatives focused on specific aspects of serious and organized crime. The Department continued to lead, expand and strengthen Canada's National Strategy for the Protection of Children from Sexual Exploitation on the Internet. The goals of this Strategy are to enhance law enforcement capacity, support public education and reporting, and forge new partnerships with industry and non-governmental organizations to protect Canada's children.

The Department played a significant role in the policy development and coordination of the National Anti-Drug Strategy (NADS), particularly with respect to the Enforcement Action Plan. Implementation of this Strategy will contribute to safer and healthier communities through coordinated efforts to prevent use, treat dependency and reduce the production and distribution of illicit drugs.

The Department also continued to provide policy leadership and support to initiatives already underway such as the Integrated Proceeds of Crime Initiative, the First Nations Organized Crime Initiative, efforts to combat the violation of intellectual property rights and contraband tobacco. Finally, the Department provided substantial policy leadership to identify and implement enhancements to the Integrated Market Enforcement Teams Initiative.

Developing and implementing strategies to combat gun violence

The Department focused on effective gun control and compliance measures that promote public safety and remove unnecessary administrative burdens. In this context, a number of initiatives were developed and advanced.

Enhanced screening was put in place for new firearms licence applicants such that, on an annual basis, 20,000 new licence applicants and their two references will be interviewed by a firearms officer before determining if applicants should be issued their first firearms licence.

In addition, a short-term action plan was developed to enable individuals to comply with the *Firearms Act*, including an amnesty extension to May 2009, licensing fee waivers, and renewal of Possession Only Licences. Increasing program compliance helps ensure that firearms owners who comply with licensing and registration requirements are then subject to Continuous Eligibility Screening. This ensures that any high risk behaviour on the part of firearms owners is considered and automatically brought to the attention of law enforcement officials.

Enhancing information-sharing and interoperability among federal departments and agencies and with other jurisdictions

The Department has a lead role in promoting information-sharing between federal departments and agencies engaged in protecting public safety and security.

The Secret Communications Interoperability Pilot Project, an electronic communications system capable of transmitting classified information among federal public safety and security partners, was developed by March 31, 2008.

The Department made significant progress on initiatives such as the National Integrated Interagency Information System (N-III) and Data Standardization. N-III is a system that allows law enforcement agencies to share critical information needed to carry out their public safety and law enforcement duties. Advancements were also made in standardizing data and, through the Cross Border Crime Forum, developing common standards between Canada and the U.S.

Voice communications interoperability is critical to our ability to respond to emergencies and to manage major events. Public Safety Canada continues to work with the first responder community to develop a national strategy and to identify the necessary requirements to advance this issue with a view to presenting a proposal to federal and provincial/territorial officials responsible for first responder and voice communications in 2009-10. A necessary first step was accomplished in 2007-08 when the first responder community created the

Canadian Interoperability Technology Interest Group of the Canadian Police Research Centre. This work will lead to the development of a strategic plan that addresses both domestic and international voice interoperability and the development of a governance model that will incorporate federal, provincial and territorial requirements.

Bolstering law enforcement capacity within Canada

Public Safety Canada developed and supported the establishment of the $400 million Police Officer Recruitment Fund, which supports the efforts of provinces and territories in recruiting 2,500 new front-line police officers to target local crimes and make communities safer. The structure of this Fund provides the necessary flexibility for provinces and territories to invest in public safety priorities that best meet their individual needs. The $400 million funding represents a significant contribution to policing costs incurred by the provinces and territories over the next five years. By March 31, 2008, all provinces and territories confirmed their commitment to participate in this Fund.

In addition, in 2007-08, the Department received a negotiating mandate from the Government and established an integrated team comprised of Public Safety Canada and RCMP officials to support re-negotiation and renewal of the Police Services Agreements that govern contract policing provided by the RCMP. These agreements extend the RCMP's local policing services to eight provinces, three territories and over 180 Canadian municipalities.

The Police Services Agreements allow the RCMP to function at the provincial and local levels, in addition to its national, federal and international responsibilities. The agreements promote the integration of criminal intelligence, and the integration of technical and human resources from the "street" level, through regional, national and international levels. These agreements are instrumental in helping the RCMP fight serious, organized, and transnational crime.

Strengthening the management and accountability of the RCMP

The Department supported the independent investigation into matters relating to RCMP pension and insurance plans announced by the Minister of Public Safety. The Report of the Independent Investigator was released on June 15, 2007.

The Government accepted all the recommendations presented in the Report of the Independent Investigator and took several actions in response: the Minister of Public Safety moved to direct the RCMP to institute improvements in its disciplinary process; the RCMP Commissioner recognized the five RCMP employees who reported mismanagement of the pension plan; and, the Task Force on Governance and Cultural Change in the RCMP was established to consider the challenges faced by the RCMP and make recommendations to

transform the RCMP according to modern governance principles of accountability and transparency.

Public Safety Canada also supported the Task Force on Governance and Cultural Change in the RCMP and, when released in December 2007, helped prepare the Government's response to the Report of the Task Force. The Department worked with the RCMP to examine and implement a range of short-term measures to strengthen the management and accountability of the RCMP, which were identified in the Report of the Task Force.

Additionally, the Department developed the Terms of Reference and provided support to the establishment of the RCMP Reform Implementation Council, which is mandated to: provide advice to the Minister of Public Safety on the status of those reforms approved by the Government; provide advice and assistance to the Commissioner on the RCMP's internal implementation plan for responding to the Task Force Report's recommendations; and, report regularly to the Minister of Public Safety on progress. Reports of the Council will be made public.

With regard to Conducted Energy Weapons, the Department worked with the RCMP and other partners to strengthen policies and procedures related to the use of Conducted Energy Weapons. In 2007-08, the Department worked with the RCMP and provincial and territorial partners to compile a comprehensive list of current policies and practices regarding law enforcement's use of Conducted Energy Weapons (CEWs) in Canada. This work resulted in the identification of key issues such as the need for standardized use of force models, and enhanced data collection and accountability in relation to the use of CEWs, meriting further examination by officials. The results of this work were presented to and endorsed by federal/provincial/territorial Ministers responsible for Justice.

For further detailed performance information on the initiatives that support this PA, please refer to: http://www.publicsafety.gc.ca/abt/dpr/2007-2008/dit-eng.aspx.

Community Safety and Partnerships

This Program Activity supports the enhancement of community safety and security and seeks to **reduce crime and increase personal safety**. Utilizing a targeted approach, the Department responds to local concerns and preoccupations in partnership with provinces, territories, municipalities, First Nations, Inuit communities, and non-governmental organizations dedicated to public safety.

Performance Highlights

Provided funding to 224 crime prevention projects.

Trained probation officers to more effectively supervise moderate and high-risk offenders.

Negotiated and monitored First Nations Policing Program agreements and developed strategies for sustainability of the First Nations Policing Policy.

In 2007-08, Public Safety Canada sought to meet this Program Activity's expected result of reducing crime and increasing personal safety and made reasonable progress on the following key initiatives:

- Assessing and supporting local crime prevention measures addressing, in particular, gang-related crime, as well as substance-related crime;
- Developing correctional policy to better address the management of high-risk offenders; and
- Designing innovative policies and programs to enhance public safety in First Nations communities through culturally-sensitive crime prevention measures, law enforcement and corrections.

As crime issues are not necessarily unique to a particular community, the dissemination of knowledge regarding crime prevention best practices, Aboriginal policing and corrections is crucial to the continuous improvement of effective interventions. In 2007-08, the Department provided funding to 224 crime prevention projects, supported the development of legislative proposals, and developed and implemented non-legislative initiatives that aim to strengthen the criminal justice system. Public Safety Canada also continued to develop and implement strategies aimed at supporting Aboriginal offenders and their communities. The Department managed 163 First Nations Policing Program agreements in 399 communities across Canada and continued its work to enhance public safety in First Nation and Inuit communities.

Assessing and supporting local crime prevention measures addressing, in particular, gang-related crime and drug- and alcohol-related crime

In June 2007, the Minister of Public Safety announced a more focused approach for the Department's National Crime Prevention Centre (NCPC). Since June

2007, the NCPC has focused on four specific priorities, which were established in partnership with key stakeholders. The priorities are to:

- address early risk factors among vulnerable families and children and youth at risk;
- respond to priority crime issues (youth gangs, drug-related crime);
- prevent recidivism among high-risk groups; and
- foster prevention in Aboriginal communities.

In 2007-08, the Department funded new projects that aligned with the new NCPC priorities. Thirteen youth gang prevention projects received funding under the Youth Gang Prevention Fund (YGPF) for a total amount of $1.76 million in eight cities across Canada – Halifax, Montréal, Hamilton, Oshawa, St. Catharines, Winnipeg, Prince Albert and Regina. The Department also supported cities facing youth gang problems by actively disseminating up-to-date information on risk factors and promising practices.

In 2007-08, 86 new projects aligned with the new priorities received funding under the Crime Prevention Action Fund and the Research and Knowledge Development Fund. The Department also contributed to the Prevention Action Plan of the National Anti-Drug Strategy (NADS) by committing to redirect a portion of NCPC's existing funds to provide assistance to communities affected by drug-related crime. In 2007-08, six NCPC funded projects were identified as meeting the criteria of the NADS and an additional 13 project proposals were received for consideration.

The NCPC also developed and disseminated practical knowledge to inform practitioners and policy makers to foster effective crime prevention interventions. In 2007-08, the NCPC produced 29 publications, including a series of research reports on youth gangs, on the prevention of recidivism and summaries of the evaluations of NCPC funded projects to inform future crime prevention efforts.

In July 2007, the Department received the Interim Evaluation of the National Crime Prevention Strategy (NCPS). The Interim Evaluation indicated that despite significant challenges in its last two years, the NCPC had been making progress in meeting its objectives, including funding a higher proportion of projects through contribution agreements and emphasizing multi-year, strategic crime prevention projects. The Interim Evaluation also confirmed that the new focused approach of the NCPC, announced in June 2007, had resulted in several concrete actions aimed at addressing concerns raised in the evaluation.

Additionally, the Department created a two-year pilot program to support communities at risk of hate-motivated crime. This pilot program provided funding, not available elsewhere, for minor capital infrastructure projects to not-for-profit community centres, provincially recognized educational facilities and places of worship. In 2007-08, to ensure that local communities were aware of the pilot program, outreach activities were undertaken in Toronto, Montreal, Vancouver,

Winnipeg, Edmonton and Halifax. The outreach activities targeted diverse communities from across the country at risk of hate-motivated crime. The pilot project approved 11 projects in 2007-08.

Developing correctional policy to better address the management of high-risk offenders

In 2007-08, Public Safety Canada conducted ongoing consultations with a federal/provincial/territorial Working Group on issues related to high-risk offenders and implemented non-legislative initiatives, including enhancements to the National Flagging System for High-Risk Offenders. Research projects were conducted to support policies that enhanced the identification and supervision of high-risk offenders.

The Department continued the implementation of the Effective Corrections Initiative, in collaboration with Correctional Service Canada and the National Parole Board, to support the safe management of eligible offenders in the community. Key activities supporting public education and citizen engagement were also completed in 2007-08, such as the launch of a "Corrections and Criminal Justice Speakers' Series" that improved links to Canadian universities and raised awareness about criminal justice topics; the publication and dissemination of numerous correctional research reports and summaries; and the development of improved government ties with the Federation of Canadian Municipalities. The Department also focused on strategies aimed at supporting Aboriginal offenders and their communities, including testing and evaluating community-based projects; publishing and disseminating reports on successful Aboriginal community corrections and healing initiatives; updating resource materials for Aboriginal offenders returning to the community; and increasing open dialogue with Aboriginal communities concerning federal corrections and the reintegration process.

Designing innovative policies and programs to enhance public safety in First Nations communities by supporting culturally-appropriate policing

In 2007-08, the Department managed 163 First Nations Policing Program (FNPP) agreements across Canada (including Self-Administered and Community Tripartite Agreements) in 399 communities with an overall population of 317,331. This is an increase of five agreements from 2006-07. Currently, the FNPP provides for 1212 police officer positions, an increase of 35 positions from 2006-07.

For further detailed performance information on the initiatives that support this PA, please refer to: http://www.publicsafety.gc.ca/abt/dpr/2007-2008/dit-eng.aspx.

Section III: Analysis of Management Priorities

This section of the Report describes the Department's progress towards its Management Priorities.

Portfolio Leadership and Corporate Management

To support the delivery of its three Program Activities, the Department identified two management priorities:

- effective Portfolio leadership resulting in better cohesion through coordinated strategic directions, policy, and communications; and
- improved stewardship and accountability through:
    a. effective and integrated departmental planning; and
    b. improved management policies and practices.

This section reports on the performance of key initiatives linked to the above-mentioned management priorities. Resources associated with management priorities are integrated in the planned spending of the three Program Activities discussed in section II of this Report.

Public Safety Canada's Strategic Outcome
Enhancing public safety, security and emergency preparedness in an open society
Expected Results
Effective departmental and portfolio policies
Improved decision-making through integrated business planning
Sound management practices implemented and understood, increasing accountability with regard to the use of departmental resources
Mgt. Priorities
Effective portfolio leadership resulting in better cohesion
Improved stewardship and accountability through:
• Effective and integrated departmental planning
• Improved management policies and practices

In 2007-08, Public Safety Canada made reasonable progress on the following management-related initiatives:

- increased interdepartmental and Portfolio policy collaboration and coordination;
- development of a departmental strategic communications plan, and a Portfolio Communications Framework to enhance portfolio and interdepartmental communications linkages;
- designed and initiated implementation of an integrated planning framework for the Department;
- development of a fully articulated Program Activity Architecture;
- enhanced/improved capacity in strategic policy development, planning, finance, auditing, evaluation, information management/information technology and human resources; and
- continued advancements in the implementation of government-wide policies.

These key initiatives supported the Department's Program Activities and expected results, thus contributing to the Department's Strategic Outcome. Management Priorities for 2007-08 focused on effective portfolio leadership, improved stewardship and accountability. Departmental successes included improved Portfolio coordination on Cabinet priorities; the establishment of improving Access to Information and Privacy services to the public; the development of a departmental Integrated Human Resources and Business Plan; the implementation of a new Program Activity Architecture; and enhancements to the Department's capacity to deliver management support services.

Increasing interdepartmental and Portfolio policy collaboration and coordination

In the past year, the Department increased the effectiveness of interdepartmental and Portfolio collaboration through a number of activities. In 2007-08, the Department established a coordinating committee of Cabinet Affairs colleagues across the Portfolio; strengthened the policy review process for all Cabinet documents; and increased the daily flow of information amongst Cabinet Affairs offices throughout the Portfolio. In addition, the Department's Access to Information and Privacy (ATIP) Unit improved service to the public by establishing a process to improve collaboration with ATIP offices across Portfolio agencies. In 2007-08, the Department completed 310 access requests, 14 privacy requests, and 182 consultations from other departments on access and privacy requests, completing 90% of requests within the legislated timeframes established by the *Access to Information Act*. The Department's workload increased significantly in the last year, as it received 30% more access to information requests than in the previous year.

Developing a Departmental strategic communications plan, a Portfolio Communications Framework, and enhancing Portfolio and interdepartmental communications linkages

In early 2007, the respective heads of communications from Public Safety Canada and Portfolio Agencies began development of a communications framework that would allow the Portfolio to communicate with Canadians more strategically, consistently and effectively on issues of common interest. By fall of 2007, a Portfolio Communications Framework was agreed upon and work initiated to develop a supporting action plan. Communities of practice were formed, for example to coordinate public opinion research, and best practices shared. Although the work continues, the Portfolio has increased its level of cooperation and collaboration as a result of this initiative.

Designing and implementing a strategic and business planning framework for the Department

The integration of Human Resources planning with departmental business planning is a component of the *Public Service Modernization Act* and a key priority of the Public Service Renewal Agenda of the Clerk of the Privy Council. In accordance with this priority, the Department developed an integrated planning framework for 2008-09 that aligns human resources with Public Safety Canada priorities.

Branch-level Integrated Business Plans focusing on results and structured around the recently approved Program Activity Architecture were developed in 2007-08 and will be implemented in 2008-09. In addition, work was initiated to develop an Integrated Risk Management Framework Policy and it is expected that the Risk Management Framework, Policy and associated risk profile will be completed in 2008-09.

Developing and implementing the Department's Program Activity Architecture

In accordance with the Management, Resources and Results Structure (MRRS) Policy, the Department developed a new Program Activity Architecture in 2007-08 and continues in its efforts to establish performance measures and to link resources to outcomes.

Enhancing/improving capacity in human resources, planning, information management/information technology and internal audit and evaluation

Public Safety Canada has advanced the implementation of government-wide management policies in support of the delivery of departmental priorities by making recruitment and retention investments in specific communities such as strategic planning, information technology (IT), audit and human resources (HR).

Further enhancements to business processes and systems in the area of information management, information technology, planning and human resources have been implemented and further improvements will be made during 2008-09.

Advance the implementation of Government-wide management policies

As the Department enhances its capacity to deliver management support services, it also advances the implementation of government-wide initiatives, such as the Government Security Policy, Internal Audit and Evaluation policies, the *Public Service Modernization Act*, the *Federal Accountability Act*, as well as revisions to the Grants and Contributions Policy and the financial management regime. The Department also improved the manner in which it responds to Access to Information requests.

The Department completed or made good progress in respect to the following initiatives for 2007-08:

- Renewal of the HR delegation of authorities document to ensure it reflects *Public Service Modernization Act* changes;
- Issuance of departmental policies to reflect *Public Service Modernization Act* requirements (e.g., discipline, grievances, termination);
- Negotiation of Essential Service Agreements;
- Development and implementation of monitoring and reporting frameworks;
- Communicating, training and educating managers and employees on the *Public Service Employment Act*;
- Development, customization and implementation of effective and efficient staffing processes, systems and tools; and
- Continued implementation of Management of Information Technology Security (MITS), including the creation of the Information Management/Information Technology (IM/IT) Security Division.

For further detailed performance information on the initiatives that support this PA, please refer to: http://www.publicsafety.gc.ca/abt/dpr/2007-2008/dit-eng.aspx.

Section IV: Supplementary Information

This section depicts how the Department's Program Activities align with Government of Canada outcome areas, reports on progress against specific government initiatives and policies (as required by Treasury Board Canada) and includes additional information on the Department's structure and performance in 2007-08.

The figures in the following set of tables have been rounded to the nearest thousand. Due to rounding, figures may not add to the totals shown. The Corporate Services Program Activity is not reported separately; it has been pro-rated across the other Program Activities.

Main Estimates figures are as reported in the 2007-08 Main Estimates.

Planned Spending figures are as reported in the 2007-08 *Report on Plans and Priorities* (RPP). Resources that are earmarked in the fiscal framework and are anticipated to be incorporated into the Department's reference levels through 2008-09 Supplementary Estimates are included.

Total Authorities represent 2007-08 Main Estimates plus Supplementary Estimates and Allotment transfers received during the 2007-08 fiscal year, as well as adjustments to statutory amounts, internal adjustments and transfers (combined total of $16,116.8K), as reported in the 2007-08 Public Accounts.

Actual figures represent the actual expenditures incurred during the 2007-08 fiscal year, as reported in the 2007-08 Public Accounts.

Departmental Links to the Government of Canada Outcomes

The Department's Strategic Outcome of enhancing the safety, security and emergency preparedness of Canadians in an open society contributes to the achievement of the following Government of Canada Outcomes:

- Safe and secure communities;
- A safe and secure world through international cooperation; and
- A strong and mutually beneficial North American partnership.

Government of Canada Outcomes
PS Program Activities
Safe and secure communities
Emergency Management and National Security
Policing and Law Enforcement
Community Safety and Partnerships
A safe and secure world through international cooperation
Emergency Management and National Security
A strong and mutually beneficial North American partnership
Emergency Management and National Security
Policing and Law Enforcement

Program Activity	Actual Budgetary Spending 2007-08 (thousands of dollars)			
	Operating	Grants	Contributions	Total
Emergency Management and National Security	67,530	154	86,103	153,788
Policing and Law Enforcement	46,610	0	2,482	49,092
Community Safety and Partnerships	48,432	4,996	83,598	137,026
Total	**162,573**	**5,150**	**172,183**	**339,906**

Table 1: Comparison of Planned to Actual Spending

(thousands of dollars)			2007-08			
Program Activity	**2005-06 Actual**	**2006-07 Actual**	**Main Estimates**	**Planned Spending**	**Total Authorities**	**Total Actual**
Emergency Management and National Security	184,872	108,918	206,736	232,183	230,473	153,788
Policing and Law Enforcement	44,601	33,615	32,195	36,946	55,118	49,092
Community Safety and Partnerships	140,249	157,920	189,119	189,146	158,575	137,026
Total	**369,723**	**300,453**	**428,050**	**458,275**	**444,166**	**339,906**
Less: Non-Respendable Revenue[1]	(8,190)	(11,480)	N/A	N/A	N/A	(5,013)
Plus: Cost of services received without charge[2]	12,900	13,514	N/A	13,800	N/A	13,422
Total Departmental Spending	**374,434**	**302,487**	**428,050**	**472,075**	**444,166**	**348,315**
Full-time Equivalents	**810**	**825**	**N/A**	**995**	**N/A**	**827**

[1]**Non-Respendable Revenue** includes proceeds from court awards, gain on exchange, access to information requests, parking fee reimbursement and other miscellaneous revenues.

[2]**Cost of services received without charge** includes accommodation provided by Public Works and Government Services Canada (PWGSC), the employer's share of employees' insurance premiums and expenditures paid by TBS, Workers' Compensation coverage provided by Human Resources and Social Development Canada, and services provided by the Department of Justice.

* The variance between the Main Estimates ($428M) and the Planned Spending ($458M) is mainly due to the funds earmarked in the fiscal framework for the departmental Core Emergency Management Capacity ($23M) and for the National Integrated Interagency Information System ($4M). Furthermore, the $14M decrease between Planned Spending and the Authorities is mainly due to $6M of the earmarked items in the fiscal framework that was not accessed, Supplementary Estimates (A), resulting in the reduction in authorities of $26.5M and a net increase in funding of $12M from Supplementary Estimates (B) as well as $6.6M from TBS central votes.

** Actual spending ($340M) is lower than the authorities by $104M due to less spending than anticipated on the Disaster Financial Assistance Arrangements (DFAA) program ($64M), the grants and contributions of the National Crime Prevention Centre due to the refocusing of the strategy ($20M), the inability of the Communities At-Risk program to spend due to the short time-frame to implement the program ($2M), and a lapse in the Department's Operating Budget ($16M).

*** The increase in the actual spending ($39M between 2006-07 and 2007-08) is mainly due to increased claims under the Disaster Financial Assistance Arrangements contribution program offset by a decrease in operating expenditures.

Table 2: Voted and Statutory Items

2007-08 Voted and Statutory Items (thousands of dollars)					
Vote or Statutory Item		Main Estimates	Planned Spending	Total Authorities	Total Actual
1	Operating expenditures	115,432	145,657	166,857	150,977
5	Grants and contributions	301,315	301,315	265,715	177,333
S	Minister of Public Safety Canada—Salary and motor car allowance	75	75	74	74
S	Contributions to employee benefit plans	11,228	11,228	11,521	11,521
	Total	**428,050**	**458,275**	**444,166**	**339,906**

Vote 1 – Operating expenditures
The $30M increase between the Vote 1 - Planned Spending and the Main Estimates is mainly due to the funds earmarked in the fiscal framework for the departmental Core Emergency Management Capacity ($23M) and for the National Integrated Interagency Information System ($4M). The $16M variance between the total authorities and total actual represents the lapse in the Operating Budget which exceeds the Department's maximum eligible Carry-Forward of $6.1M.

Vote 5 – Grants and Contributions
The variance ($88M) between the authorities and actual spending is mainly due to the estimated provincial claims under the Disaster Financial Assistance Arrangements (DFAA) not being realized ($63.6M) and the lapse in grants and contributions of the National Crime Prevention Centre (NCPC) due to the refocusing of the strategy ($20M).

Table 3: Non-Respendable Revenue

(thousands of dollars)	Actual 2005-06	Actual 2006-07	2007-08			
			Main Estimates	Planned Revenue	Total Authorities	Actual
Emergency Management and National Security						
Refund of previous years' expenditures	765	443	N/A	0	N/A	68
Adjustments to prior year's payables	1,962	2,480	N/A	0	N/A	2,006
Miscellaneous revenues	2	11	N/A	0	N/A	32
Policing and Law Enforcement						
Refund of previous years' expenditures	765	122	N/A	0	N/A	49
Adjustments to prior year's payables	1,962	4,960	N/A	0	N/A	218
Miscellaneous revenues	3	11	N/A	0	N/A	11
Community Safety and Partnerships						
Refund of previous years' expenditures	765	1,313	N/A	0	N/A	341
Adjustments to prior year's payables	1,962	2,126	N/A	0	N/A	2,255
Miscellaneous revenues	3	12	N/A	0	N/A	33
Total						
Total refund of previous years' expenditures	2,295	1,878	N/A	0	N/A	458
Total adjustment to prior year's payables	5,886	9,566	N/A	0	N/A	4,479
Total miscellaneous revenues	8	35	N/A	0	N/A	76
Total Non-Respendable Revenues	**8,190**	**11,480**	**N/A**	**0**	**N/A**	**5,013**

Miscellaneous revenues include such items as fees collected for access to information requests, parking fee reimbursements, gain on currency rate exchange. Miscellaneous revenues are higher this year mainly due to gain on currency rate exchange.

Table 4: Sustainable Development Strategy

During fiscal year 2007-08, Public Safety Canada (PS) developed and tabled in Parliament its Sustainable Development Strategy (SDS) for 2007 09. Building on previous strategies, the SDS is fully aligned with the federal government's approach by focusing on the three mandatory federal priorities: building energy; vehicle emissions; and green procurement. In addition, PS has broadened its Strategy with a fourth priority: that of contributing to the sustainability of Canadian communities.

The SDS groups the Department's four priorities under two broad headings: greening operations - representing the sustainable direction for PS office management; and the role of Public Safety Canada in sustainable communities, increasing the sustainability of Canadian communities through the work of individual programs that support public safety and emergency management.

The Department is making steady progress in implementing the changes in culture and practices that reflect a fully integrated approach between sustainable development and departmental programs.

Briefly, in the first year of the Strategy, the Department has:

- Developed (with the assistance of PWGSC Government Consulting Services) and launched an implementation action plan;
- Established a SDS program by assigning dedicated staff to manage the SDS program and support the Leads responsible for the implementation of specific targets in the strategy, as well as provide the necessary liaison with Environment Canada and other federal SDS officials;
- Established a formal governance framework to oversee SDS activities, and monitor progress;
- Initiated the development of an evergreen communications action plan to support employee awareness and engagement in SDS activities, and launched a departmental Green Corner on Info-Central – the Department's electronic reference centre for news and information.

The SDS 2007-09 and performance information for the entire reporting period may be viewed at http://www.ps-sp.gc.ca/abt/dpr/sds-en.asp#annexa).

Additional Tables Available Electronically

For supplementary information, the following tables are available online at http://publiservice.tbs-sct.gc.ca/dpr-rmr/2007-2008/index-eng.asp.

- Table5: User Fees/External Fees
- Table 6: Details on Transfer Payment Programs
- Table 7: Response to Parliamentary Committees and External Audits
- Table 8: Internal Audits and Evaluations
- Table 9: Travel Policies

2007-08 Financial Statements

Statement of Management Responsibility (unaudited)

Public Safety and Emergency Preparedness Canada

Responsibility for the integrity and objectivity of the accompanying financial statements for the year ended March 31, 2008 and all information contained in these statements rests with Public Safety and Emergency Preparedness Canada's management (PSEPC). These financial statements have been prepared by management in accordance with Treasury Board accounting policies which are consistent with Canadian generally accepted accounting principles for the public sector.

Management is responsible for the integrity and objectivity of the information in these financial statements. Some of the information in the financial statements is based on management's best estimates and judgment and gives due consideration to materiality. To fulfill its accounting and reporting responsibilities, management maintains a set of accounts that provides a centralized record of the department's financial transactions. Financial information submitted to the Public Accounts of Canada and included in PSEPC's Departmental Performance Report is consistent with these financial statements.

PSEPC maintains a system of financial management and internal control designed to provide reasonable assurance that financial information is reliable, that assets are safeguarded and that transactions are in accordance with the *Financial Administration Act*, are executed in accordance with prescribed regulations, within Parliamentary authorities, and are properly recorded to maintain accountability of Government funds. Management also seeks to ensure the objectivity and integrity of data in its financial statements by careful selection, training and development of qualified staff, by organizational arrangements that provide appropriate divisions of responsibility, and by communication programs aimed at ensuring that regulations, policies, standards and managerial authorities are understood throughout the department.

The financial statements of PSEPC have not been audited.

Suzanne Hurtubise
Deputy Minister
Ottawa, Canada

Date August 7, 2008

Elisabeth Nadeau
Assistant Deputy Minister,
Corporate Management Branch
Senior Financial Officer

Date August 1, 2008

Statement of Financial Position (unaudited)

Public Safety and Emergency Preparedness Canada

As at March 31 (in dollars)	**2008**	2007
Assets		
Financial assets		
Accounts receivable and advances (Note 5)	1,445,382	3,302,783
Non-financial assets		
Tangible capital assets (Note 6)	15,396,818	15,443,604
[illegible]	[illegible]	[illegible]
Liabilities and Equity of Canada		
Liabilities		
Accounts payable and accrued liabilities	93,972,985	77,247,783
Joint research and development project	1,370,099	2,048,335
Vacation pay and compensatory leave	4,210,964	4,195,718
Employee severance benefits (Note 7)	12,174,990	11,445,931
Disaster financial assistance arrangements program (Note 9)	510,512,677	575,525,839
[illegible]	[illegible]	[illegible]
Equity of Canada	(605,399,515)	(651,717,219)
[illegible]	[illegible]	[illegible]

There are no contingent liabilities or contractual obligations

The accompanying notes form an integral part of these financial statements

Statement of Equity (unaudited)

Public Safety and Emergency Preparedness Canada

For the Year ended March 31 (in dollars)	2008	2007
Equity of Canada, beginning of year	(651,717,219)	(637,372,208)
Net cost of operations	(284,984,166)	(306,874,502)
Current year appropriations used (Note 3)	339,905,885	300,452,729
Revenue not available for spending (Note 3)	(76,170)	(35,332)
Refunds of prior year expenditures (Note 3)	(458,158)	(1,873,096)
Change in net position in the Consolidated Revenue Fund (Note 3)	(22,286,274)	(19,527,834)
Services received without charge from other government departments (Note 8)	14,216,587	13,513,023
Equity of Canada, end of year	**(605,399,515)**	**(651,717,219)**

The accompanying notes form an integral part of these financial statements

Statement of Operations (unaudited)

Public Safety and Emergency Preparedness Canada

For the Year ended March 31 (in dollars)	2008				2007
	Community Safety and Partnerships	Emergency Management and National Security	Policing and Law Enforcement	Total	Total
Expenses					
Transfer payments (Note 4)	86,271,339	20,331,970	2,365,981	108,969,290	143,244,475
Operating expenses					
Salaries and employee benefits	31,409,256	39,940,650	14,878,897	86,228,803	77,988,635
Professional and special services	8,190,917	14,454,289	19,607,146	42,252,352	41,236,519
Accommodation	5,608,703	5,503,999	1,951,343	13,064,045	10,225,561
Equipment rentals	705,167	871,584	9,076,389	10,653,140	11,388,175
Travel and relocation	1,896,859	3,442,304	757,044	6,096,207	5,565,122
Equipment	1,967,716	2,725,932	701,434	5,395,082	5,375,042
Information	2,302,927	2,101,924	845,256	5,250,107	4,779,130
Communication	1,142,791	1,586,247	384,928	3,113,966	3,224,814
Utilities, material and supplies	490,810	878,172	160,653	1,529,635	1,546,532
Amortization	379,239	938,886	135,180	1,453,305	771,535
Repairs	328,133	568,561	140,772	1,037,466	1,564,294
Bad debt expense	16,938	-	-	16,938	-
Total Operating expenses	54,439,456	73,012,548	48,639,042	176,091,046	163,665,359
	140,710,795	93,344,518	51,005,023	285,060,336	306,909,834
Revenues					
	32,753	31,992	11,425	76,170	35,332
Net Cost of Operations					
	140,678,042	93,312,526	50,993,598	284,984,166	306,874,502

The accompagning notes form an intergral part of these financial statements

Statement of Cash Flow (unaudited)

Public Safety and Emergency Preparedness Canada

For the Year ended March 31 (in dollars)	**2008**	2007
Operating activities		
Net Cost of Operations	284,984,166	306,874,502
Non-cash items:		
Amortization of tangible capital assets (Note 6)	(1,493,305)	(771,535)
Services received without charge from other government departments (Note 8)	(14,216,587)	(13,513,023)
Variations in Statement of Financial Position:		
Increase (decrease) in accounts receivable and advances	(1,097,491)	(438,719)
Decrease (increase) in liabilities	49,221,891	(27,673,086)
	315,678,764	264,478,139
Capital investment activities		
Acquisitions of tangible capital assets (Note 6)	1,406,519	14,538,328
	1,406,519	14,538,328
Financing activities		
	(317,085,283)	(279,016,467)

The accompanying notes form an integral part of these financial statements

Public Safety and Emergency Preparedness Canada

1. Authority and objectives

The Department of Public Safety and Emergency Preparedness Canada (PSEPC) was created in 2003 to ensure coordination across all federal departments and agencies responsible for national security and the safety of Canadians. The department operates under the *Department of Public Safety and Emergency Preparedness Act* (2005, c 10) that received Royal assent on March 23, 2005.

PSEPC contributes to the public safety of Canadians through the promotion and maintenance of a just, peaceful and safe society; it has three main core activities:

- Community Safety and Partnerships: providing national public safety leadership, protecting the security of Canadians, enhancing the role of Canadians in community safety and security;
- Emergency Management and National Security: delivering a broad range of national emergency preparedness, and critical infrastructure protection; and
- Policing and Law Enforcement: providing leadership and strategic policy advice with respect to policing policy and public safety interoperability.

2. Significant accounting policies

The financial statements have been prepared in accordance with Treasury Board accounting policies which are consistent with Canadian generally accepted accounting principles for the public sector.

Significant accounting policies are as follows:

(a) Parliamentary appropriations
PSEPC is financed by the Government of Canada through Parliamentary appropriations. Appropriations provided to the department do not parallel financial reporting according to generally accepted accounting principles since appropriations are primarily based on cash flow requirements. Consequently, items recognized in the statement of operations and the statement of financial position are not necessarily the same as those provided through appropriations from Parliament. Note 3 provides a high-level reconciliation between the bases of reporting.

(b) Net Cash provided by government
PSEPC operates within the Consolidated Revenue Fund (CRF), which is administered by the Receiver General for Canada. All cash received by the department is deposited to the CRF and all cash disbursements made by the department are paid from the CRF. The net cash provided by Government is the difference between all cash receipts and all cash disbursements including transactions between departments of the federal government.

(c) Change in net position in the Consolidated Revenue Fund
The change in net position in the Consolidated Revenue Fund is the difference between the net cash provided by Government and appropriations used in a year, excluding the amount of non respendable revenue recorded by the department. It results from timing differences between when a transaction affects appropriations and when it is processed through the CRF.

(d) Revenues
Revenues are accounted for in the period in which the underlying transaction or event occurred that gave rise to the revenues. Revenues include access to information program (ATIP) fees, employees' parking fees etc.

2. Significant accounting policies (continued)

(e) Expenses

Expenses are recorded on the accrual basis:

- Grants are recognized in the year in which the conditions for payment are met. In the case of grants which do not form part of an existing program, the expense is recognized when the Government announces a decision to make a non-recurring transfer, provided the enabling legislation or authorization for payment receives parliamentary approval prior to the completion of the financial statements;
- Contributions are recognized in the year in which the recipient has met the eligibility criteria or fulfilled the terms of a contractual transfer agreement;
- Vacation pay and compensatory leave are expensed as the benefits accrue to employees under their respective terms of employment; and
- Services provided without charge by other government departments for accommodation, the employer's contribution to the health and dental insurance plans and legal services are recorded as operating expenses at their estimated cost.

(f) Employee future benefits

Pension benefits: Eligible employees participate in the Public Service Pension Plan, a multiemployer plan administered by the Government of Canada. The department's contributions to the Plan are charged to expenses in the year incurred and represent the total departmental obligation to the Plan. Current legislation does not require the department to make contributions for any actuarial deficiencies of the Plan.

Severance benefits: Employees are entitled to severance benefits under labour contracts or conditions of employment. These benefits are accrued as employees render the services necessary to earn them. The obligation relating to the benefits earned by employees is calculated using information derived from the results of the actuarially determined liability for employee severance benefits for the Government as a whole.

2. Significant accounting policies (continued)

(g) Receivables

Accounts receivables are stated at amounts expected to be ultimately realized, a provision is made for receivables where recovery is considered uncertain.

(h) Tangible capital assets

All tangible capital assets and leasehold improvements having an initial cost of $10,000 or more are recorded at their acquisition cost. The department does not capitalize intangibles, works of art and historical treasures that have cultural, aesthetic or historical value, assets located on Indian Reserves and museum collections.

Amortization of tangible capital assets is done on a straight-line basis over the estimated useful life of the asset as follows:

Asset Class	Amortization Period
Informatics hardware	4 years
Informatics software	3-5 years
Motor Vehicles	3 years
Leasehold improvements	remaining term of the lease or useful life of the improvement

(i) Measurement uncertainty

The preparation of these financial statements in accordance with Treasury Board accounting policies which are consistent with Canadian generally accepted accounting principles for the public sector requires management to make estimates and assumptions that affect the reported amounts of assets, liabilities, revenues and expenses reported in the financial statements. At the time of preparation of these statements, management believes the estimates and assumptions to be reasonable. The most significant items where estimates are used are the liability for employee severance benefits and Disaster Financial Assistance Arrangements program and the useful life of tangible capital assets. Actual results could significantly differ from those estimated. Management's estimates are reviewed periodically and, as adjustments become necessary, they are recorded in the financial statements in the year they become known.

3. Parliamentary appropriations

PSEPC receives its funding through annual Parliamentary appropriations. Items recognized in the statement of operations and the statement of financial position in one year may be funded through Parliamentary appropriations in prior, current or future years. Accordingly, PSEPC has different net results of operations for the year on a government funding basis than on an accrual accounting basis. The differences are reconciled in the following tables.

(a) Reconciliation of net cost of operations to current year appropriations used:

(in dollars)	2008	2007
Net cost of operations	284,984,166	306,874,502
Adjustments for items affecting net cost of operations but not affecting appropriations:		
Add (Less):		
Employee severance benefits (Note 7)	(729,059)	(1,115,942)
Services received without charge from other government departments (Note 8)	(14,216,587)	(13,513,023)
Accruals for disaster financial assistance (Note 9)	65,013,162	(16,135,805)
Refund of prior year expenditures	458,158	1,873,096
Adjustments to previous years' payables at year-end	4,478,751	9,560,422
Vacation pay and compensatory leave	(15,246)	(308,580)
Reduction for amounts paid to Justice Canada not affecting appropriation	-	(565,045)
Amortization of tangible capital assets	(1,453,305)	(771,535)
Bad debt expenses	(16,938)	-
Revenue not available for spending	76,170	35,332
Adjustments to previous years' receivables at year-end	(79,906)	-
	53,515,200	120,943,080
Adjustments for items not affecting net cost of operations but affecting appropriations:		
Add (Less):		
Acquisitions of tangible capital assets	1,406,519	14,519,307
	1,406,519	14,519,307
Current year appropriations used	339,905,885	300,452,729

3. Parliamentary appropriations (continued)

(b) Appropriations provided and used:

(in dollars)	2008	2007
Operating expenditures - Vote 1	**166,856,501**	165,546,330
Grants & Contributions - Vote 5	**265,714,745**	291,680,000
	432,571,246	457,226,330
Less:		
Lapsed appropriations	**(104,260,548)**	(167,077,826)
	328,310,698	290,148,504
Minister's salary and motor car allowance	**74,322**	75,709
Contributions to employee benefits plan	**11,520,865**	10,228,516
Current year appropriations used	**339,905,885**	300,452,729

(c) Reconciliation of net cash provided by Government to current year appropriations used:

(in dollars)	2008	2007
Net cash provided by Government	**317,085,283**	279,016,467
Revenue not available for spending	**76,170**	35,332
Refunds of prior year expenditures	**458,158**	1,873,096
	317,619,611	280,924,895
Change in net position in the Consolidated Revenue Fund		
Adjustments to previous years' payables at year-end	**4,478,751**	9,560,422
Bad debt expense	**(16,938)**	-
Increase (decrease) in joint research and development project	**(678,236)**	(1,194,596)
Reduction for amounts paid to Justice Canada not affecting appropriation	**-**	(565,045)
(Increase) decrease in accounts receivable	**1,857,401**	438,719
Increase (decrease) in accounts payable	**16,725,202**	11,307,355
Adjustments to previous years' receivables at year-end	**(79,906)**	-
Motor vehicle transferred from Industry Canada without charge	**-**	(19,021)
	22,286,274	19,527,834
Current year appropriations used	**339,905,885**	300,452,729

4. Transfer payments

The following table presents details of transfer payments:

(in dollars)	2008	2007
Grants		
Community Safety and Partnership	**4,996,376**	5,988,450
Emergency Management and National Security	**154,000**	500,466
Contributions		
Community Safety and Partnership	**81,274,963**	79,123,667
Emergency Management and National Security	**20,177,970**	55,707,056
Policing and Law Enforcement	**2,365,981**	1,834,836
Total	**108,969,290**	143,244,475

5. Accounts receivable and advances

The following table presents details of accounts receivable and advances:

(in dollars)	2008	2007
Receivables from other federal government departments and agencies	**1,425,813**	3,278,031
Employee advances	**19,569**	24,752
Total	**1,445,382**	3,302,783

6. Tangible capital assets

(in dollars) **Cost**	Opening balance	Acquisitions	Disposals and write-offs	Closing balance
Informatics hardware	3,406,602	367,483	-	3,774,085
Informatics software	147,970	-	-	147,970
Motor vehicles	121,948	30,722	-	152,670
Leasehold improvements	15,560,196	1,008,314	-	16,568,510
Total cost	**19,236,716**	**1,406,519**	-	**20,643,235**

Accumulated amortization	Opening balance	Amortization	Disposals and write-offs	Closing balance	**2008 Net book Value**	**2007 Net book Value**
Informatics hardware	2,013,012	391,154	-	2,404,166	1,369,919	1,393,590
Informatics software	111,835	15,433	-	127,268	20,702	36,135
Motor vehicles	95,975	14,548	-	110,523	42,147	25,973
Leasehold improvements	1,572,290	1,032,170	-	2,604,460	13,964,050	13,987,906
Total accumulated amortization	**3,793,112**	**1,453,305**	-	**5,246,417**	**15,396,818**	**15,443,604**

Amortization expense for the year ended March 31, 2008 is $1,453,305 (2007 - $771,535)

7. Employee benefits

(a) Pension benefits

PSEPC's employees participate in the Public Service Pension Plan, which is sponsored and administered by the Government of Canada. Pension benefits accrue up to a maximum period of 35 years at a rate of 2 percent per year of pensionable service, times the average of the best five consecutive years of earnings. The benefits are integrated with Canada/Québec Pension Plans benefits and they are indexed to inflation.

Both the employees and the department contribute to the cost of the Plan. The 2007-08 expense amounts to $8,667,248 ($7,538,416 in 2006-07), which represents approximately 2.1 times the contributions by employees.

The departmental responsibility with regard to the Plan is limited to its contributions. Actuarial surpluses or deficiencies are recognized in the financial statements of the Government of Canada, as the Plan's sponsor.

(b) Severance benefits

PSEPC provides severance benefits to its employees based on eligibility, years of service and final salary. These severance benefits are not pre-funded. Benefits will be paid from future appropriations. Information about the severance benefits, measured as at March 31, is as follows:

(in dollars)	2008	2007
Accrued benefit obligation, beginning of year	**11,445,931**	10,329,989
Expense for the year	**1,628,387**	1,943,591
Benefits paid during the year	**(899,328)**	(827,649)
Accrued benefit obligation, end of year	**12,174,990**	11,445,931

8. Related party transactions

The PSEPC is related as a result of common ownership to all Government of Canada departments, agencies, and Crown corporations. The department enters into transactions with these entities in the normal course of business and on normal trade terms. Also, during the year, the department received services which were obtained without charge from other Government departments as presented in part (a).

(a) Services received without charge from other government departments

During the year the department received services without charge from other departments. These services have been recognized in the department's Statement of Operations as follows:

(in dollars)	2008	2007
Accommodation	**8,376,971**	7,680,133
Employer's contribution to the health and dental insurance plans	**4,892,434**	4,907,479
Legal services provided by Justice Canada without charges	**939,338**	917,861
Worker's compensation coverage	**7,844**	7,550
	14,216,587	13,513,023

The Government has structured some of its administrative activities for efficiency and cost-effectiveness purposes so that one department performs these on behalf of all without charge. The costs of these services, which include payroll and cheque issuance services provided by Public Works and Government Services Canada are not included as an expense in the department's Statement of Operations.

(b) Payables outstanding at year-end with related parties:

(in dollars)	2008	2007
Accounts payable to other government departments and agencies	**11,117,617**	11,223,722

9. Disaster financial assistance arrangements program (DFAA)

In the event of a natural disaster in Canada, the federal government provides financial assistance to provincial and territorial governments through the Disaster Financial Assistance Arrangements Program to help meet the basic costs of response and recovery when such expenditures exceed what an individual province or territory could reasonably be expected to bear on its own. The current outstanding liabilities of $510,512,677 is the estimated cost to PSEPC of 41 natural disaster events for which the Federal Government has agreed to share the costs and final payments have not yet been made.

(in dollars)	2008	2007
Opening balance	**575,525,839**	559,390,034
Disbursements	**(76,385,468)**	(31,679,253)
Accrued expenses for the year	**11,372,306**	47,815,058
Closing balance	**510,512,677**	575,525,839

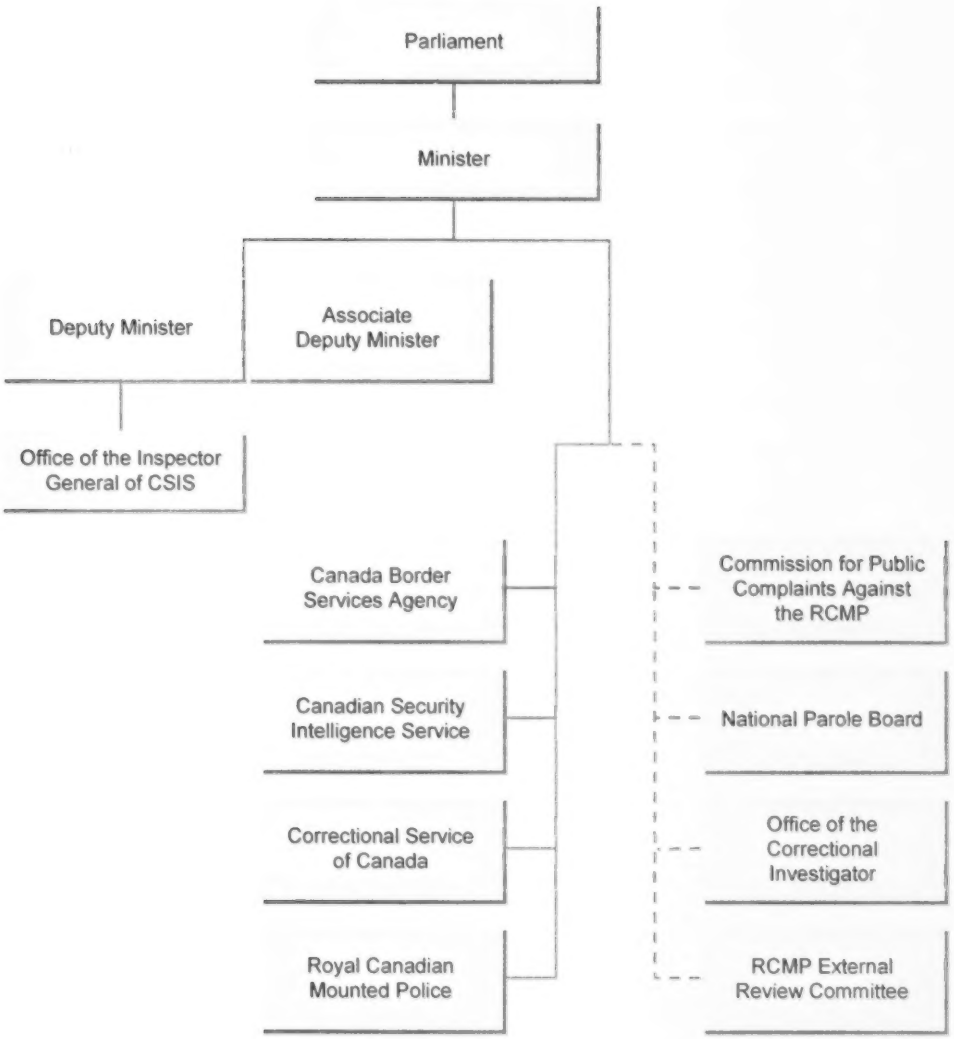
10. Comparative information

Comparative figures have been reclassified to conform to the current year's presentation.

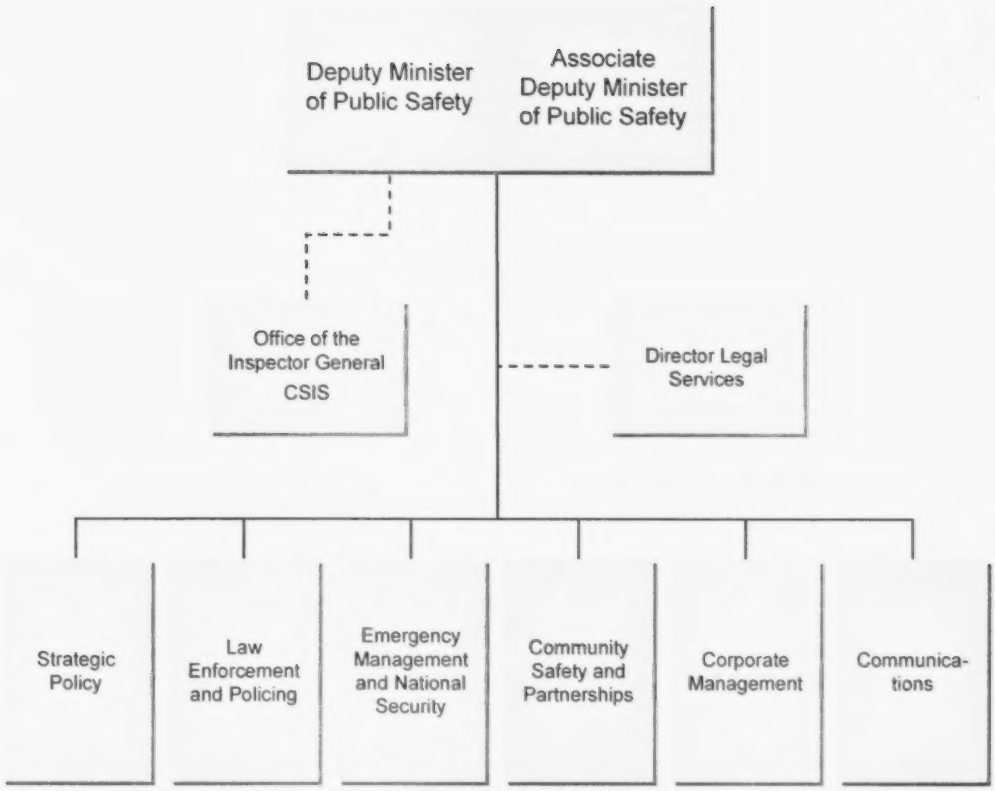
Section V: Other Items of Interest

This section of the Report details the legislation administered by the Department and its Portfolio Agencies, and contacts for further information.

Public Safety Portfolio



Organizational Information



Legislation Administered by the Department and Portfolio Agencies

The Minister of Public Safety has sole responsibility to Parliament for the following Acts:

- *Canadian Security Intelligence Service Act*
- *Charities Registration (Security Information) Act*
- *Corrections and Conditional Release Act*
- *Criminal Records Act*
- *Customs Act*
- *Department of Public Safety and Emergency Preparedness Act*
- *DNA Identification Act*
- *Emergency Management Act*
- *Firearms Act*
- *Prisons and Reformatories Act*
- *Royal Canadian Mounted Police Act*
- *Royal Canadian Mounted Police Pension Continuation Act*
- *Royal Canadian Mounted Police Superannuation Act*
- *Sex Offender Information Registration Act*
- *International Transfer of Offenders Act*
- *Witness Protection Program Act*

Public Safety Canada or its Agencies administer or are impacted by the following Acts in whole or in part. Some contain specific functions of the Minister that the Minister exercises solely or in conjunction with other ministers:

Public Safety Canada

- *Department of Public Safety and Emergency Preparedness Act*
- *Emergency Management Act*

Canadian Security Intelligence Service

- *Canadian Security Intelligence Service Act*
- *Charities Registration (Security Information) Act*
- *Citizenship Act*
- *Immigration and Refugee Protection Act*
- *Proceeds of Crime (Money Laundering) and Terrorist Financing Act*

Royal Canadian Mounted Police

- *Canadian Peacekeeping Service Medal Act*
- *Controlled Drugs and Substances Act*
- *Criminal Code*
- *Criminal Records Act*
- *DNA Identification Act*
- *Excise Act*
- *Export and Import Permits Act*
- *Firearms Act*
- *Foreign Missions and International Organizations Act*

National Parole Board

- *Corrections and Conditional Release Act*
- *Criminal Code*
- *Criminal Records Act*
- *Prisons and Reformatories Act*

Correctional Service of Canada

- *Corrections and Conditional Release Act*
- *Criminal Code*
- *Extradition Act*
- *Old Age Security Act*
- *Prisons and Reformatories Act*
- *International Transfer of Offenders Act*
- *National Defence Act*
- *Royal Canadian Mounted Police Act*
- *Royal Canadian Mounted Police Pension Continuation Act*
- *Royal Canadian Mounted Police Superannuation Act*
- *Security Offences Act*
- *Sex Offender Information Registration Act*
- *Witness Protection Program Act*

Canada Border Services Agency

- *Aeronautics Act*
- *Anti-Personnel Mines Convention Implementation Act (through EIPA)*
- *Blue Water Bridge Authority Act*
- *Bretton Woods and Related Agreements Act*
- *Canada Agricultural Products Act*
- *Canada Border Services Agency Act*
- *Canada Customs and Revenue Agency Act*
- *Canada Grain Act*
- *Canada Post Corporation Act*
- *Canada Shipping Act*
- *Canada-Chili Free Trade Agreement Implementation Act*
- *Canada-Costa Rica Free Trade Agreement Implementation Act*
- *Canada-Israel Free Trade Agreement Implementation Act*
- *Canada-United States Free Trade Agreement Implementation Act*
- *Canadian Dairy Commission Act*
- *Canadian Environmental Protection Act, 1999*
- *Canadian Food Inspection Agency Act*
- *Canadian International Trade Tribunal Act*
- *Canadian Wheat Board Act*
- *Carriage by Air Act*
- *Chemical Weapons Convention Implementation Act (though EIPA)*
- *Civil International Space Station Agreement Implementation Act*
- *Coastal Fisheries Protection Act*
- *Coasting Trade Act*
- *Consumer Packaging and Labelling Act*
- *Controlled Drugs and Substances Act*
- *Convention on International Trade in Endangered Species of Wild Fauna and Flora*
- *Copyright Act*
- *Criminal Code*
- *Cultural Property Export and Import Act*
- *Customs Act*
- *Customs and Excise Offshore Application Act*
- *Customs Tariff*
- *Defence Production Act*
- *Department of Health Act*
- *Department of Industry Act*
- *Energy Administration Act*
- *Energy Efficiency Act*
- *Excise Act*
- *Excise Act, 2001*
- *Excise Tax Act*
- *Explosives Act*
- *Export Act*
- *Export and Import of Rough Diamonds Act*
- *Export and Import Permits Act*
- *Federal-Provincial Fiscal Arrangements Act*
- *Feeds Act*

Canada Border Services Agency (continued)

- *Fertilizers Act*
- *Firearms Act*
- *Fish Inspection Act*
- *Fisheries Act*
- *Foods and Drugs Act*
- *Foreign Missions and International Organizations Act*
- *Freshwater Fish Marketing Act*
- *Hazardous Products Act*
- *Health of Animals Act*
- *Immigration and Refugee Protection Act*
- *Importation of Intoxicating Liquors Act*
- *Integrated Circuit Topography Act*
- *International Boundary Commission Act*
- *Manganese-based Fuel Additives Act*
- *Meat Inspection Act*
- *Motor Vehicle Fuel Consumption Standards Act (not in force)*
- *Motor Vehicle Safety Act*
- *National Energy Board Act*
- *Navigable Waters Protection Act*
- *North American Free Trade Agreement Implementation Act*
- *Nuclear Energy Act*
- *Nuclear Safety and Control Act*
- *Pest Control Products Act*
- *Pilotage Act*
- *Plant Breeders' Rights Act*
- *Plant Protection Act*
- *Precious Metals Marking Act*
- *Preclearance Act*
- *Privacy Act*
- *Privileges and Immunities (North Atlantic Organization) Act*
- *Proceeds of Crime (Money Laundering) and Terrorist Financing Act*
- *Provincial Trade Act*
- *Quarantine Act*
- *Quebec Harbour, Port Warden Act*
- *Radiation Emitting Devices Act*
- *Radiocommunication Act*
- *Seeds Act*
- *Special Economic Measures Act*
- *Special Import Measures Act*
- *Statistics Act*
- *Telecommunications Act*
- *Textile Labelling Act*
- *Trade-Marks Act*
- *Transportation of Dangerous Goods Act, 1992*
- *United Nations Act*
- *United States Wreckers Act*
- *Visiting Forces Act*
- *Wild Animals and Plant Protection and Regulation of International and Interprovincial Trade Act*

Other

- *Canadian Centre on Substance Abuse Act*

Contacts for Further Information

For further information about this *Departmental Performance Report*, you may communicate with our departmental contacts as follows:

Name	Title	Telephone
Suzanne Hurtubise	Deputy Minister of Public Safety	(613) 991-2895
Myles Kirvan	Associate Deputy Minister of Public Safety	(613) 949-0322
Chantal Bernier	Assistant Deputy Minister, Community Safety and Partnerships	(613) 993-4325
Lynda Clairmont	A/ Assistant Deputy Minister, Emergency Management and National Security	(613) 990-4976
Stéphanie Durand	A/ Director General, Communications	(613) 991-2799
Daniel Lavoie	A/ Associate Assistant Deputy Minister, Emergency Management and National Security	(613) 990-2743
Elisabeth Nadeau	Assistant Deputy Minister, Corporate Management	(613) 990-2615
Kristina Namiesniowski	Assistant Deputy Minister, Strategic Policy	(613) 949-6435
Eva Plunkett	Inspector General of CSIS	(613) 949-0675
Richard Wex	Assistant Deputy Minister, Law Enforcement and Policing	(613) 990-2703

Further information on the Department is available at www.publicsafety.gc.ca